

Brent teaching Primary Care Trust

Turnaround Programme

Board Report

(January 2008)

[Version 0.1]

1. INTRODUCTION

This report provides an update on the progress of the Turnaround programme for 2007/08 at the end of Q3. Details are provided of the forecasted savings for each of the work streams that are included in the programme in 2007/08. Due to on-going review and amendments to the savings plan, there are currently 76 active projects within the Turnaround programme for this year and a first view of the actual savings at month 9 is outlined in this report.

At month 9 the plan shows that we have delivered £17.5m, 72% of the total. We are therefore currently ahead of plan, which had forecasted that we would achieve 69% of the years savings by the end of Q3.

Planned Year to date (07/08) Savings (£000's)	35,966
Forecasted Year to Date (07/08) Savings (£000's)	21,073
Actual Year to Date (07/08) Savings (£000's)	17,483

Planned Full Year (07/08) Savings (£000's)	49,796
Forecasted Full Year (07/08) Savings (£000's)	28,387

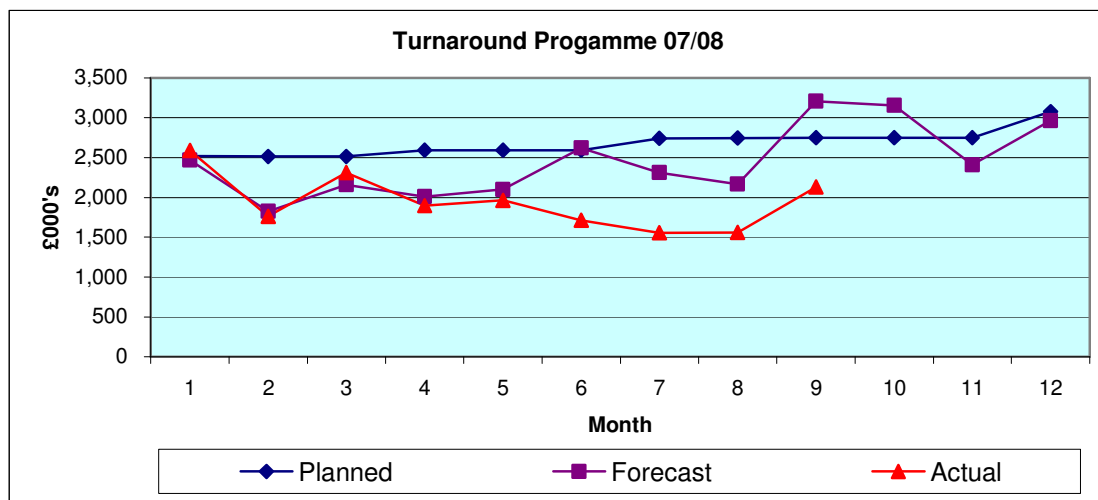
As reported at the last board meeting, the latest re-forecast of anticipated savings continues to indicate that the tPCT may fall slightly short of the £25Mm target in 2007/08 – with a current expected delivery of £24.4m by the end of the financial year. We are working with executive management team members and project managers to address all risks to the plan.

This report is made up of four main sections:

- Summary of the 2007/08 planned savings for each Cluster.
- The detail of each work stream by Cluster Group and exception reporting of any risk areas within each Cluster.
- Overview of the high-level risks to the Turnaround Programme for 2007/08
- Details of the recently removed savings schemes

2. SUMMARY 2007/08 SAVINGS PLAN

CLUSTER	2007/2008			07/08 Phasing												
	Annual savings	Impl Costs	Net savings	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
A - Commissioning	15,912	0	15,912	Planned	1,226	1,226	1,227	1,228	1,228	1,228	1,366	1,370	1,370	1,370	1,371	1,697
	18,331	45	18,286	Forecast	1,590	1,262	1,427	1,299	1,300	1,662	1,512	1,364	1,850	1,541	1,392	1,883
				Actual	1,615	1,287	1,763	1,291	1,312	979	897	899	1,331	0	0	0
B - Demand Management	7,903	70	7,833	Planned	607	607	607	670	670	670	670	670	671	671	671	
	4,385	70	4,315	Forecast	402	277	446	406	406	565	422	422	589	472	472	533
				Actual	313	191	263	313	308	387	306	306	366	0	0	0
C - Provider Services	4,257	440	3,817	Planned	306	306	306	321	321	321	322	324	325	325	325	326
	3,168	(71)	2,877	Forecast	369	151	151	170	225	226	232	233	235	243	243	244
				Actual	553	151	151	170	205	209	214	215	216	0	0	0
D - Internal PCT	4,568	0	4,568	Planned	380	375	375	375	375	375	383	383	383	383	384	384
	2,934	(25)	2,909	Forecast	107	135	136	136	168	169	147	147	534	899	302	303
				Actual	107	135	136	122	138	138	139	139	218	0	0	0
Turnaround Programme TOTALS	32,639	510	32,129	Planned	2,519	2,514	2,515	2,594	2,594	2,594	2,741	2,747	2,748	2,749	2,751	3,078
	28,818	19	28,387	Forecast	2,468	1,825	2,160	2,011	2,099	2,622	2,313	2,166	3,208	3,155	2,409	2,963
			17,483	Actual	2,588	1,764	2,313	1,896	1,963	1,713	1,556	1,559	2,131	0	0	0



Risk Status:

The Turnaround Programme applies a consistent risk weighting to all savings schemes to provide a more realistic view of potential saving outturns from the plans. The definition of each status is given below, along with the corresponding weighting which is applied to the financials. The management team is tasked with delivering the higher numbers but savings schemes of this sort traditionally deliver around two thirds of the gross values targeted. Our totals for 2007/08 at a gross and risk-weighted level are consistent with that approach.

RAG Status Definitions:

RED - Significant risk of widescale underdelivery (35%)
AMBER - Some risk, (to timescale or finance) but that we believe can be managed (80%)
GREEN - Achieved, or plan in place and delivery secured (95%)

The latest breakdown of the Turnaround Plan for 2007/08 by RAG status is shown below – the weighted forecasted target for the full year is now £24.4million.

07/08 Forecast Savings			
	Red	Amber	Green
A	0	10,985	7,301
B	250	3,532	533
C	112	505	2,260
D	0	942	1,967
Totals	362	15,964	12,061

Weighted Totals			
	127	12,771	11,458
Total Forecast	24,356		

Turnaround Programme - 07/08 Forecasted Savings by RAG Status

- Red
- Amber
- Green

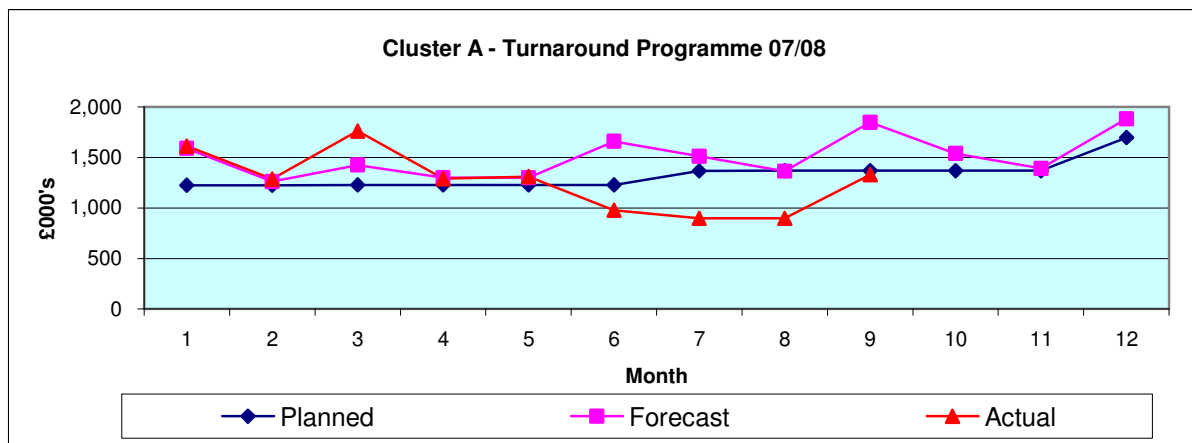
3. POD DETAIL BY CLUSTER

3.1 CLUSTER A – COMMISSIONING

A - COMMISSIONING		Board Champion - Sarah Thompson																	
POD Name		2007/2008				07/08 Phasing													
		RAG	Annual savings £'000	Impl Costs £'000	Net savings £'000	Apr £'000	May £'000	June £'000	July £'000	Aug £'000	Sept £'000	Oct £'000	Nov £'000	Dec £'000	Jan £'000	Feb £'000	Mar £'000		
A1	Outpatient Follow Up Rates	Recurring	G	1,376	1,376	Planned	115	115	115	115	115	115	115	115	115	115	115		
				700	0	700	Forecast	0	0	0	0	0	150	0	0	175	0	0	180
							Actual	0	0	151	0	0	194	0	0	170			
PM - Meredith Collins																			
A2	Excess bed days	Recurring	G	1,076	1,076	Planned	90	90	90	90	90	90	90	90	90	90	90		
				50	0	50	Forecast	0	0	21	0	0	16	0	0	16	0	0	13
							Actual	0	0	15	0	0	9	0	0	13			
PM - Meredith Collins																			
A3	Homoeopathic SLA reduction	Recurring	G	142	142	Planned	11	11	12	12	12	12	12	12	12	12	12		
				142	45	97	Forecast	8	8	8	8	8	8	8	8	8	8	8	9
							Actual	8	8	8	8	8	8	8	8	8			
PM - Sarah Thompson																			
A4	Lowering of enhanced floor	Recurring	G	326	326	Planned	0	0	0	0	0	0	0	0	0	0	0		
				310	0	310	Forecast	310	0	0	0	0	0	0	0	0	0	0	0
							Actual	310	0	0	0	0	0	0	0	0			
PM - Jo Ohlson																			
A5i	Reduction in LDP expenditure	Recurring	G	93	93	Planned	8	8	8	8	8	8	8	8	8	8	8		
				93	0	93	Forecast	8	8	8	8	8	8	8	8	8	8	8	
							Actual	8	8	8	8	8	8	8	8				
PM - Sarah Thompson																			
A6	Reduction in Out of Hours expenditure	Recurring	G	57	57	Planned	4	4	4	5	5	5	5	5	5	5	5		
				57	0	57	Forecast	4	4	4	5	5	5	5	5	5	5	5	
							Actual	4	4	4	5	5	5	5	5				
PM - Jo Ohlson																			
A8	Tertiary referrals	Recurring	A	400	400	Planned	33	33	33	33	33	33	33	33	33	33	33		
				210	0	210	Forecast	0	0	0	0	0	133	0	0	70	0	0	70
							Actual	0	0	0	0	0	70	0	0	0			
PM - Meredith Collins																			
A9	Brent Adolescent Music Therapy	Recurring	G	9	9	Planned	1	1	1	1	1	1	1	1	1	1	1		
				9	0	9	Forecast	9	0	0	0	0	0	0	0	0	0	0	
							Actual	9	0	0	0	0	0	0	0				
PM - Sarah Mansurali																			
A10	Voluntary Sector	Recurring	G	241	241	Planned	20	20	20	20	20	20	20	20	20	20	20		
				241	0	241	Forecast	20	20	20	20	20	20	20	20	20	20	21	
							Actual	20	20	20	20	20	20	20	20				
PM - Parin Robbins																			
A15	Brent Carers	Recurring	G	77	77	Planned	6	6	6	6	6	6	6	6	6	6	6		
				27	0	27	Forecast	2	2	2	3	2	2	2	3	2	2	3	
							Actual	2	2	2	3	2	2	2	3	2			
PM - Parin Robbins																			

A18 Learning Disabilities Spot 1 Recurring	G	164		164	Planned	14	14	14	14	14	14	14	14	14	14	14	14
		164	0	164	Forecast	13	13	13	13	14	14	14	14	14	14	14	14
					Actual	13	13	13	13	14	14	14	14	14			
PM - Karen Ahmed																	
A20 Learning Disabilities Spot 3 Recurring	G	154		154	Planned	13	13	13	13	13	13	13	13	13	13	13	13
		154	0	154	Forecast	12	12	13	13	13	13	13	13	13	13	13	13
					Actual	12	12	13	13	13	13	13	13	13			
PM - Karen Ahmed																	
A22 CAMHS Learning Disabilities Recurring	G	179		179	Planned	15	15	15	15	15	15	15	15	15	15	15	15
		179	0	179	Forecast	15	15	15	15	15	15	15	15	15	15	15	15
					Actual	15	15	15	15	15	15	15	15	15			
PM - Sarah Mansurali																	
A23 Review of Continuing Care Caseload Recurring	A	5,330		5,330	Planned	444	444	444	444	444	444	444	444	444	444	444	444
		9,500	0	9,500	Forecast	791	791	791	791	792	792	792	792	792	792	792	792
					Actual	791	791	791	791	792	0	400	400	400			
PM - Parin Robbins																	
A25 Procurement for Con Care Provision Recurring	G	1,325		1,325	Planned	110	110	110	110	110	110	110	110	110	110	110	110
		1,500	0	1,500	Forecast	125	125	125	125	125	125	125	125	125	125	125	125
					Actual	125	125	125	125	125	125	125	125	125			
PM - Parin Robbins																	
A26i Mental Health Core Services Recurring	G	628		628	Planned	52	52	52	52	52	52	52	52	52	52	52	52
		1,500	0	1,500	Forecast	125	125	125	125	125	125	125	125	125	125	125	125
					Actual	125	125	125	125	125	125	125	125	125			
PM - Sarah Nyandoro																	
A29 Positive Women - HIV post Recurring	G	0		0	Planned	0	0	0	0	0	0	0	0	0	0	0	0
		9	0	9	Forecast	9	0	0	0	0	0	0	0	0	0	0	0
					Actual	9	0	0	0	0	0	0	0	0			
PM - Anjum Fareed																	
A30 Harrow Beds Recurring	A	1,000		1,000	Planned	83	83	83	83	83	83	83	83	83	83	83	83
		600	0	600	Forecast	0	0	0	0	0	0	0	0	150	0	0	150
					Actual	0	0	150	0	0	150	0	0	150			
PM - Phil Church																	
A33 Kingbury Hospital Recurring	G	799		799	Planned	67	67	67	67	67	67	67	67	67	67	67	67
		799	0	799	Forecast	67	67	67	67	67	67	67	67	67	67	67	67
					Actual	67	67	67	67	67	67	67	67	67			
PM - Parin Robbins																	
A35 Cancelled Operations Recurring	G	362		362	Planned	30	30	30	30	30	30	30	30	30	30	30	30
		225	0	225	Forecast	0	0	43	0	0	43	0	0	55	0	0	55
					Actual	0	0	59	0	0	56	0	0	55			
PM - Meredith Collins																	
A38 QOF Validation Recurring	A	30		30	Planned	3	3	3	3	3	3	3	3	3	3	3	3
		150	0	150	Forecast	0	0	0	0	0	0	150	0	0	150	0	0
					Actual	0	0	0	0	0	0	0	0	0			
PM - Jo Ohlson																	
A39 Family Planning Services Recurring	G	159		159	Planned	13	13	13	13	13	13	13	13	13	13	13	13
		60	0	60	Forecast	0	0	0	0	0	20	0	0	20	0	0	20
					Actual	0	0	0	0	20	0	0	0	20			
PM - Anjum Fareed																	

A41	West Hertfordshire Contractual Agreements	Recurring	G	230	230	Planned	19	19	19	19	19	19	19	19	19	19				
				230	0	230	Forecast	19	19	19	19	19	19	19	19	19	19	19		
							Actual	19	19	19	19	19	19	19	19	19	19	19		
PM - Karen Ahmed																				
A43	Rationalisation of Mental Health Services	Recurring	G	313	313	Planned	26	26	26	26	26	26	26	26	26	26				
				246	0	246	Forecast	20	20	20	20	20	20	21	21	21	21	21		
							Actual	20	20	20	20	20	20	21	21	21	21	21		
PM - Sarah Nyandoro																				
A48	CNWL - DAT Funding reduction	Recurring	G	100	100	Planned	8	8	8	8	8	8	8	8	8	8				
				100	0	100	Forecast	0	0	100	0	0	0	0	0	0	0	0		
							Actual	0	0	100	0	0	0	0	0	0	0	0	0	
PM - Andy Brown																				
A62	High Cost Drugs / Tariff Exclusions	Non-recurring	G	400	400	Planned	33	33	33	33	33	33	33	33	33	33				
				250	0	250	Forecast	0	0	0	33	33	33	25	25	25	25	25		
							Actual	25	25	25	25	25	25	0	0	25	25	25		
PM - Meredith Collins																				
A64	PMS Practices Review	Recurring	G	92	92	Planned	8	8	8	8	8	8	8	8	8	8				
				Review of the PMS Growth Money	170	0	170	Forecast	0	0	0	0	0	0	28	28	28	56	57	57
							Actual	0	0	0	0	0	0	0	0	0	0	0	0	0
PM - Jo Ohlson																				
A67	Cessation of NHSD OOH Integration	Recurring	G	80	80	Planned	0	0	0	0	0	0	13	13	13	13				
				119	0	119	Forecast	0	0	0	0	0	0	19	20	20	20	20		
							Actual	0	0	0	0	0	0	19	20	20	20	20		
PM - Jo Ohlson																				
A68	Review Payments of some LESs	Recurring	A	750	750	Planned	0	0	0	0	0	0	125	125	125	125				
				525	0	525	Forecast	33	33	33	34	34	34	54	54	54	54	54		
							Actual	33	33	33	34	34	34	34	34	34	34	34		
PM - Jo Ohlson																				
A70	Community Provision of anticoagulation service	Recurring	G	20	20	Planned	0	0	0	0	0	0	0	4	4	4				
				12	0	12	Forecast	0	0	0	0	0	0	2	2	3	2	2		
							Actual	0	0	0	0	0	0	2	2	2	2	2		
PM - Amit Shah																				
CLUSTER A TOTALS				15,912	0	15,912	Planned	1,226	1,226	1,227	1,228	1,228	1,228	1,366	1,370	1,370	1,370			
				18,331	45	18,286	Forecast	1,590	1,262	1,427	1,299	1,300	1,662	1,512	1,364	1,850	1,541	1,392	1,883	
						11,374	Actual	1,615	1,287	1,763	1,291	1,312	979	897	899	1,331	0	0	0	



Exception Reporting:

The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

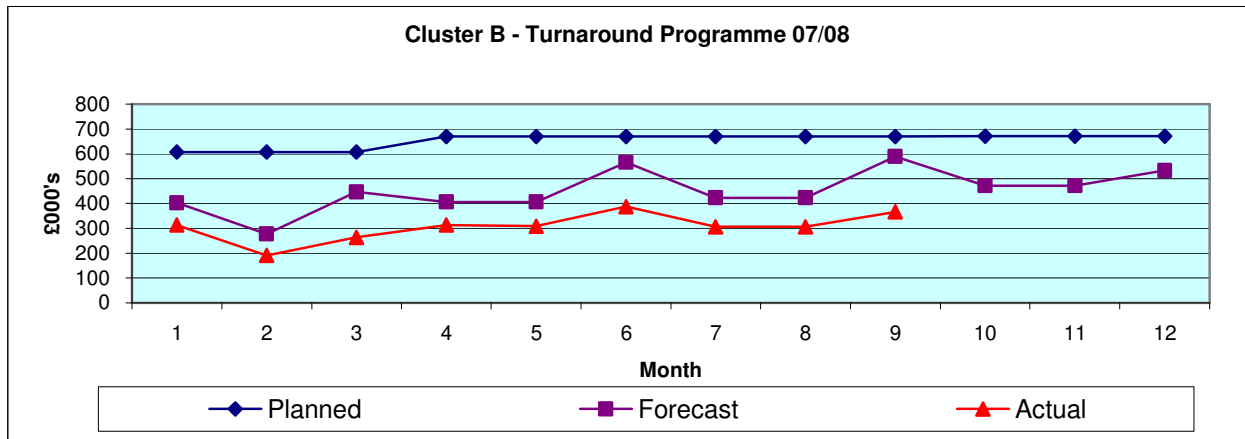
- **A1, A2, A8, A35, A62** Acute Commissioning related savings
Savings reductions have been incorporated in the Service Level Agreements with each of our main Acute Trusts for each of these schemes. The PCT is now enforcing contract clauses with NWLHT and therefore we are broadly on track with these savings

- **A23** Continuing Care Reviews
The PCT is in the advanced stages of negotiation meetings with the London Borough of Brent to agree the continuing care costs that they will pick up in 2007/08. As stated in previous reports, the dependence upon delivery of those continuing care costs reductions has increased from our original forecasts. Dependence on any one element of the programme has an obvious impact on overall risk.

3.2 CLUSTER B – DEMAND MANAGEMENT

B - Demand Management		Board Champion - Sarah Thompson				07/08 Phasing											
POD Name	RAG	2007/2008				Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
		Annual savings £'000	Impl Costs £'000	Net savings £'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
B1a BECAD Pathway - CHD/Cardiology Recurring PM - Jenny Worthington	A	188		188	Planned	16	16	16	16	16	16	16	16	16	16	16	
		14	0	14	Forecast	16	16	16	16	16	10	10	10	10	0	0	
					Actual	0	0	5	0	4	10	0	0	0			
B1b BECAD Pathway - Dermatology Recurring PM - Jenny Worthington	A	248	70	178	Planned	15	15	15	15	15	15	15	15	15	15	15	
		82	70	12	Forecast	4	4	8	8	8	8	2	2	2	2	2	
					Actual	0	0	0	0	0	0	2	2	2			
B1c BECAD Pathway - Diabetes Recurring PM - Jenny Worthington	A	482		482	Planned	40	40	40	40	40	40	40	40	40	40	40	
		136	0	136	Forecast	29	29	29	29	29	29	10	10	10	10	10	
					Actual	10	13	20	16	7	10	10	10				
B1d BECAD Pathway - Respiratory Recurring PM - Jenny Worthington	A	219		219	Planned	18	18	18	18	18	18	18	18	18	18	18	
		30	0	30	Forecast	0	0	0	0	0	0	0	0	0	10	10	
					Actual	0	0	0	0	0	0	0	0	0	0		
B2 Wembley walk in centre Co-dependancy with B10 PM - Anne Daley	G	525		525	Planned	44	44	44	44	44	44	44	44	44	44	44	
		168	0	168	Forecast	14	14	14	14	14	14	14	14	14	14	14	
					Actual	14	14	14	14	14	14	14	14				
B3 ECP-Effect on A&E Attendances Recurring PM - Gloria Jones	G	102		102	Planned	9	9	9	9	9	9	9	9	9	9	9	
		125	0	125	Forecast	125	0	0	0	0	0	0	0	0	0	0	
					Actual	125	0	0	0	0	0	0	0	0			
B4 Clinical Procedures - Limited Clinical Value Recurring PM - Simon Bowen	G	250		250	Planned	21	21	21	21	21	21	21	21	21	21	21	
		240	0	240	Forecast	0	0	165	0	0	165	0	0	42	0	60	
					Actual	0	0	60	0	0	60	0	0	60			
B5 Prescribing Recurring PM - Rashmi Rajyaguru	A	1,969		1,969	Planned	164	164	164	164	164	164	164	164	164	164	164	
		2,860	0	2,860	Forecast	164	164	164	164	164	164	263	263	263	263	264	
					Actual	164	164	164	263	263	263	263	263				
B9 Referral Management Scheme Recurring PM - Vijay Patel	R	2,250		2,250	Planned	188	188	188	188	188	188	188	188	188	188	188	
		250	0	250	Forecast	50	50	50	50	50	50	30	30	30	30	30	
					Actual	0	0	0	20	20	30	0	0	0			
B10 Urgent Care Centre - A&E front of House Recurring PM - Anne Daley	A	1,100		1,100	Planned	92	92	92	92	92	92	92	92	92	92	92	
		105	0	105	Forecast	0	0	0	62	62	62	93	93	93	18	18	
					Actual	0	0	0	0	0	0	17	17	17			

B20 Admission Avoidance Scheme	Recurring	A	570	570	Planned	0	0	0	63	63	63	63	63	63	64	64	64	
			375	375	Forecast	0	0	0	63	63	63	0	0	125	125	125	125	
PM - Debbie Breen					Actual	0	0	0	0	0	0	0	0	0				
CLUSTER B TOTALS			7,903	70	7,833	Planned	607	607	607	670	670	670	670	670	671	671	671	
			4,385	70	4,315	Forecast	402	277	446	406	406	565	422	422	589	472	472	533
					2,753	Actual	313	191	263	313	308	387	306	306	366	0	0	0



Exception Reporting:

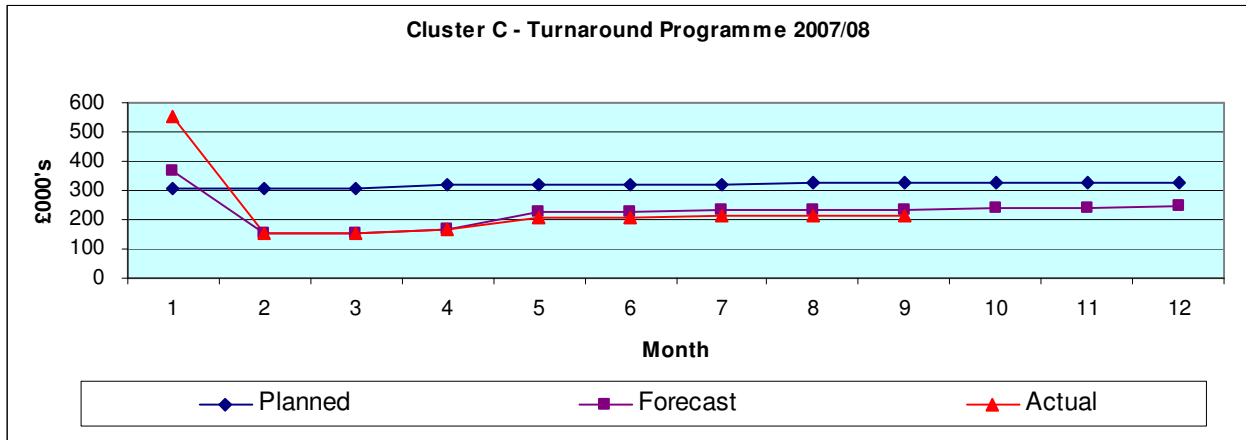
The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

- B1a, B1b, B1c, B1d Integrated Care Pathways**
 Savings reductions related to all of the existing care pathways is dependant on activity moving from secondary care to the PCT primary care clinics. Our reporting and monitoring of this shift has improved greatly over the past six months. However, activity levels are increasing across most specialities when taking into account first and follow-up appointments. Therefore, savings here are significantly below those originally planned.
- B9 Referral Management Scheme**
 GP returns under the peer review system currently in operation have shown reductions in first referrals to the acute sector. These have yet to be evidenced by an overall reduction in elective activity and therefore total actual savings are unlikely to be achieved this year. The future of the scheme is currently under review.
- B10 A&E Front of House**
 The primary care front of house service started later than planned and is taking longer to achieve the activity volumes that were forecasted. However, in this quarter some modest savings have been delivered. Discussions are ongoing with NWLHT on the future delivery of the service for 2008/09.
- B20 Admissions Avoidance**
 Unplanned activity is now recognised as a major risk to the delivery of financial break-even in 2008/09. Additional and longer term, programmes are being considered to supplement the short term actions agreed as part of Turnaround in this area.

3.3 CLUSTER C – PROVIDER SERVICES

C - Provider Services		Board Champion - Phil Church				07/08 Phasing													
POD Name	RAG	2007/2008				Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
		Annual savings £'000	Impl Costs £'000	Net savings £'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
C1 & Integrated Community C32 Nursing Pathway	Recurring	G	500		500	Planned	42	42	42	42	42	42	42	42	42	42	42		
			405	0	405	Forecast	33	33	33	34	34	34	34	34	34	34	34	34	
						Actual	33	33	33	34	34	34	34	34	34	34	34	34	
PM - Jane Lindo																			
C5 OOH - review of service currently in place	Recurring	G	90	70	20	Planned	2	2	2	2	2	2	2	2	2	2	2		
			90	20	70	Forecast	7	6	6	6	6	6	6	6	6	5	5	5	
						Actual	7	6	6	6	6	6	6	6	6	6	6	6	
PM - George Bandasoah																			
C6 Children's services - Phase 1	Recurring	G	98	200	(103)	Planned	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)		
			100	0	100	Forecast	0	0	0	11	11	11	11	11	11	11	11	12	
						Actual	0	0	0	11	11	11	11	11	11	11	11	11	
PM - Ingrid Marriott																			
C7 & Temporary ward closure - 8 Willesden Hospital	Recurring	G	548		548	Planned	46	46	46	46	46	46	46	46	46	46	46		
			COMPLETED					800	0	800	Forecast	66	66	66	66	66	66	66	66
						Actual	66	66	66	66	66	66	66	66	66	66	66	66	
PM - Jane Lindo																			
C13 Contenance services	Recurring	G	118		118	Planned	10	10	10	10	10	10	10	10	10	10	10		
			7	0	7	Forecast	7	0	0	0	0	0	0	0	0	0	0		
						Actual	7	0	0	0	0	0	0	0	0	0	0		
PM - Jane Lindo																			
C19 Dietetics Review	Recurring	G	21		21	Planned	1	1	1	2	2	2	2	2	2	2	2		
			57	0	57	Forecast	57	0	0	0	0	0	0	0	0	0	0		
						Actual	57	0	0	0	0	0	0	0	0	0	0		
PM - Jane Lindo																			
C20 Podiatry	Recurring	G	95	40	55	Planned	5	5	5	5	5	5	5	5	5	5	5		
			95	40	55	Forecast	55	0	0	0	0	0	0	0	0	0	0		
						Actual	55	0	0	0	0	0	0	0	0	0			
PM - Jane Lindo																			
C21 Review of Children Services - Phase 2	Recurring	A	371		371	Planned	31	31	31	31	31	31	31	31	31	31	31		
			368	(181)	187	Forecast	15	15	15	15	15	16	16	16	16	16	16		
						Actual	15	15	15	15	15	16	16	16	16	16			
PM - Ingrid Marriott																			
C22 CCT and Speech Language Therapy	Recurring	G	65		65	Planned	5	5	5	5	5	5	5	5	5	5	5		
			99	0	99	Forecast	5	5	5	5	11	11	11	11	11	11	11		
						Actual	5	5	5	5	5	8	11	11	11	11			
PM - Jane Lindo																			
C23 Musculoskeletal review	Recurring	G	117		117	Planned	10	10	10	10	10	10	10	10	10	10	10		
			47	0	47	Forecast	3	4	4	4	4	4	4	4	4	4	4		
						Actual	3	4	4	4	4	4	4	4	4	4			
PM - Margaret McLennan																			
C24 School Nursing & C27	Recurring	A	765		765	Planned	64	64	64	64	64	64	64	64	64	64	64		
			158	0	158	Forecast	0	0	0	0	19	19	20	20	20	20	20		
						Actual	0	0	0	0	19	19	20	20	20	20			
PM - Carol McCalla																			

C28a	Community Team for People with LD	Recurring	G	391	130	261	Planned	22	22	22	22	22	22	22	22	22	22	22		
				240	0	240	Forecast	20	20	20	20	20	20	20	20	20	20	20	20	20
							Actual	20	20	20	20	20	20	20	20	20	20	20	20	20
PM - Lynda Greenhill																				
C28b	Neasdon Resource Centre Formally A31	Recurring	G	327		327	Planned	27	27	27	27	27	27	27	27	27	27	27		
				27	0	27	Forecast	0	0	0	0	0	0	0	0	0	9	9	9	
							Actual	0	0	0	0	0	0	0	0	0	0	0	0	0
PM - Kathy Claydon																				
C31	Smoking Cessation	Recurring	A	73		73	Planned	6	6	6	6	6	6	6	6	6	6	6		
				35	0	35	Forecast	0	0	0	3	4	4	4	4	4	4	4	4	
							Actual	0	0	0	3	4	4	4	4	4	4	4	4	4
PM - Jane Lindo																				
C34	Community Matrons	Recurring	R	167		167	Planned	14	14	14	14	14	14	14	14	14	14	14		
				112	0	112	Forecast	0	0	0	0	14	14	18	18	19	19	19	19	
							Actual	0	0	0	0	0	0	0	0	0	0	0	0	0
PM - George Bandesoah																				
C36	Child Health Medical Review	Recurring	A	100		100	Planned	8	8	8	8	8	8	8	8	8	8	8		
				125	0	125	Forecast	0	0	0	0	15	15	15	16	16	16	16	16	
							Actual	0	0	0	0	15	15	15	16	16				
PM - Ingrid Marriott																				
C37	Re-focus Brent Rehab Service	Recurring	G	40		40	Planned	0	0	0	4	4	4	4	4	5	5	5		
				40		40	Forecast	0	0	0	4	4	4	4	4	5	5	5	5	
							Actual	0	0	0	4	4	4	4	4	5				
PM - Jane Lindo																				
C40	Reduce CHD Nurse Post	Recurring	G	37		37	Planned	3	3	3	3	3	3	3	3	3	3	4		
				37		37	Forecast	37	0	0	0	0	0	0	0	0	0	0	0	
							Actual	37	0	0	0	0	0	0	0	0	0	0	0	
PM - Margaret McLennan																				
C41	Review LD Nursing Mix	Recurring	G	30		30	Planned	2	2	2	2	2	2	3	3	3	3	3		
				30		30	Forecast	2	2	2	2	2	2	3	3	3	3	3		
							Actual	2	2	2	2	2	2	3	3	3				
PM - Lynda Greenhill																				
C43	Productivity Mgt for Clinical Staff	Recurring	G	50		50	Planned	0	0	0	5	5	5	5	6	6	6	6		
				46		46	Forecast	46	0	0	0	0	0	0	0	0	0	0		
							Actual	46	0	0	0	0	0	0	0	0	0	0		
PM - Jane Lindo																				
C44	Restructure Site Support Teams	Recurring	R	50		50	Planned	0	0	0	5	5	5	5	6	6	6	6		
				50	50	0	Forecast	0	0	0	0	0	0	0	0	0	0	0		
							Actual	0	0	0	0	0	0	0	0	0	0	0		
PM - Yashoda Patel																				
C45	Review Smoking Cessation	Recurring	G	204		204	Planned	17	17	17	17	17	17	17	17	17	17	17		
				200		200	Forecast	16	0	0	0	0	0	0	0	0	0	0		
							Actual	200	0	0	0	0	0	0	0	0	0	0		
PM - Jane Lindo																				
CLUSTER C TOTALS				4,257	440	3,817	Planned	306	306	306	321	321	321	322	324	325	325	325		
				3,168	(71)	2,877	Forecast	369	151	151	170	225	226	232	233	235	243	243	244	
						2,084	Actual	553	151	151	170	205	209	214	215	216	0	0	0	



Exception Reporting:

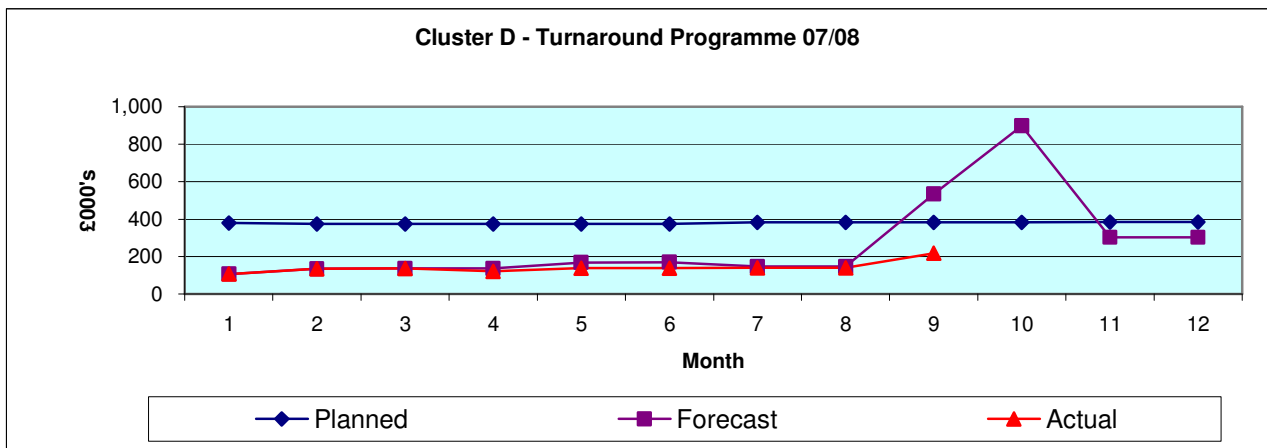
The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

- **C34 Community Matrons**
 In line with plans submitted to the Executive in the summer, Community Matrons are working with very high intensity users in the south of the borough. Data is still being gathered which will enable us to review and measure the impact they have had and any savings generated will be reflected in the final quarter of the year.

3.4 CLUSTER D – INTERNAL PCT

D - Internal PCT			Board Champion - Patricia Atkinson														
POD Name	2007/2008			07/08 Phasing													
	RAG	Annual savings £'000	Impl Costs £'000	Net savings £'000	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
					£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
D1i Non pay spend Recurring PM - Tom Theron	A	68		68	Planned	6	6	6	6	6	6	6	6	6	6	6	
		68	0	68	Forecast	6	6	6	6	6	6	6	6	6	6	6	
					Actual	6	6	6	6	6	6	6	6	6			
D1ii Non pay spend Non-recurring PM - Tom Theron	A	15		15	Planned	1	1	1	1	1	1	1	1	1	1	1	
		15	0	15	Forecast	1	1	1	1	1	1	1	1	1	1	1	
					Actual	1	1	1	1	1	1	1	1	1			
D2 Management costs Recurring COMPLETED	G	527		527	Planned	44	44	44	44	44	44	44	44	44	44	44	
		527	0	527	Forecast	44	44	44	44	44	44	44	44	44	44	44	
					Actual	44	44	44	44	44	44	44	44	44			
D5ai ESTATES 1 - Campbell House and 5 clinics Recurring PM - Neil O'Farrell	G	300		300	Planned	25	25	25	25	25	25	25	25	25	25	25	
		106	0	106	Forecast	8	8	9	9	25	25	9	9	9	9	9	
					Actual	8	8	9	9	9	9	9	9	9			
D5b ESTATES 2 - Neasdon (& originally Stag Lane) Recurring PM - Neil O'Farrell	G	721		721	Planned	60	60	60	60	60	60	60	60	60	60	60	
		100	0	100	Forecast	0	0	0	0	0	0	0	0	0	33	33	34
					Actual	0	0	0	0	0	0	0	0	0			
D5c ESTATES 3 - Kingsbury Transfer Recurring PM - Neil O'Farrell	G	570		570	Planned	48	48	48	48	48	48	48	48	48	48	48	
		570	(25)	545	Forecast	23	48	48	48	48	48	48	48	48	48	48	
					Actual	23	48	48	48	48	48	48	48	48			
D8 Reduce advertising Recurring COMPLETED PM - Jane Busby	G	170		170	Planned	14	14	14	14	14	14	14	14	14	14	14	
		42	0	42	Forecast	14	14	14	14	14	14	0	0	0	0	0	
					Actual	14	14	14	0	0	0	0	0	0			
D17 Willesden FM Contract - reduction in cost Recurring PM - Neil O'Farrell	A	100		100	Planned	8	8	8	8	8	8	8	8	8	8	8	
		96	0	96	Forecast	0	0	0	0	16	16	16	16	8	8	8	
					Actual	0	0	0	0	16	16	16	16	8			
D18 Review of all tenants rent Recurring PM - Neil O'Farrell	A	100		100	Planned	8	8	8	8	8	8	8	8	8	8	8	
		98	0	98	Forecast	0	0	0	0	0	0	0	0	0	32	33	33
					Actual	0	0	0	0	0	0	0	0	0			
D22 K&C SLA reduced Recurring PM - Neil O'Farrell	A	75		75	Planned	6	6	6	6	6	6	6	6	6	6	6	
		175	0	175	Forecast	14	14	14	14	14	15	15	15	15	15	15	
					Actual	14	14	14	14	14	14	15	15	15			
D23 Wembley Nursery Recurring Closure to remove overspend PM - Karen Wise	G	39		39	Planned	3	3	3	3	3	3	3	3	3	3	3	
		(3)	0	(3)	Forecast	(3)	0	0	0	0	0	0	0	0	0	0	
					Actual	(3)	0	0	0	0	0	0	0	0			

D24	Management costs	Recurring	A	1,828	1,828	Planned	152	152	152	152	152	152	152	152	152	152	152	152	
				350	0	350	Forecast	0	0	0	0	0	0	0	0	255	87	88	88
PM - Phil Church						Actual	0	0	0	0	0	0	0	0	0	87			
D27	Business Rates Reduction & Rebate	Recurring	G	50	50	Planned	0	0	0	0	0	0	8	8	8	8	9	9	
				50	50	Forecast	0	0	0	0	0	0	8	8	8	16	17	17	
PM - Neil O'Farrell						Actual	0	0	0	0	0	0	0	0	0	0			
Non-recurring Savings related to Building Sales/Refinancing																			
D5aii	ESTATES 1 - Campbell House and 5 clinics	Non-recurring	A	0	0	Planned	0	0	0	0	0	0	0	0	0	0	0	0	
				140	0	140	Forecast	0	0	0	0	0	0	0	0	140	0	0	0
PM - Neil O'Farrell						Actual	0	0	0										
D21	Dispose of Neasden site	Non-recurring	G	5	5	Planned	5	0	0	0	0	0	0	0	0	0	0	0	
				600	0	600	Forecast	0	0	0	0	0	0	0	0	600	0	0	
PM - Neil O'Farrell						Actual	0	0	0	0	0	0	0	0	0	0			
CLUSTER D TOTALS				4,568	0	4,568	Planned	380	375	375	375	375	375	383	383	383	383	384	384
				2,934	(25)	2,909	Forecast	107	135	136	136	168	169	147	147	534	899	302	303
						1,272	Actual	107	135	136	122	138	138	139	139	218	0	0	0



Exception Reporting:

The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

- **D21** Disposal of Neasden Site

The PCT has exchanged and completed on the same of the Neasden Day Centre site following the introduction of the new model of care for people with Learning Disabilities and the establishment of an alternative based at Willesden Centre for Health & Care. The sale of the site will generate a one-off profit on disposal of over £600K after costs.

- **D24 Management Costs**

The forecast delivery of savings from management restructuring has now been reflected in the figures above and takes full account of the delays in delivery in 2007. There are still a small number of posts at risk but these are forecast to be resolved by mid February. Any redundancy costs associated with the restructuring are assumed to be covered from central provisions.

4. RISKS 2007/08

The main risks to delivery of the 2007/08 Turnaround Programme are:

- Legal or clinical challenge to the outcome of the Continuing Care Assessments
- Delivery of Acute Commissioning savings and the management of our Service Level Agreements with our Acute Trusts.
- Lack of engagement in Demand Management and Admission Avoidance from the GP Community
- Further difficulties in the delivery of A&E Front of House services at Central Middlesex Hospital
- Maintaining staff focus on Turnaround during major activity on operating plan, service level agreement negotiations and year end preparation
- Multiple reassignments of project ownership following staff losses during restructuring
- Inability to respond quickly enough to unforeseen shortfalls in plan delivery

5. RECENTLY REMOVED SAVINGS SCHEMES

CLUSTER A	
A34	Coding Audit
A69	Unbundling of the Rehab Tariff
A71	ISTC usage for some elective procedures
CLUSTER B	
B7	Waiting List Management
B11	ENT Integrated Pathway
B13	Smoking / Obese Patients
B15	Gastroenterology Pathway
B16	Musculoskeletal Pathway
B17	Gynaecology Pathway
B18	Ophthalmology Pathway
B19	Central Referral Management System
CLUSTER C	
C33	FHS Services Review
C38	Care Coordination Service Review
C39	Review LTC medical skill mix
C42	Review outreach homeless team
CLUSTER D	
D12	Wembley Centre - Mothball part of site
D20	Rent out vacant space in Willesden
D25	Procurement
D28	Review parking charges
D29	Withdraw Wembley restaurant subsidy
D30	Review NHS tenants rent & charges
D31	Lease trust car parks for events
D33	Shared Posts with other Trusts